

Miami-Dade Task Force on Urban Economic Revitalization



URBAN SUMMIT

FINDINGS AND RECOMMENDATIONS

Leading from Within to Empower our Community

April 14 - 17, 2003

Produced by
Urbana Research & Consulting, Inc.
in conjunction with the office of
The Urban Economic Revitalization Task Force

Congress of the United States
House of Representatives
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July 24, 2003

The Honorable Alex Penelas, Mayor
The Honorable Chairperson and Members of the Board of County Commissioners

Friends and colleagues:

The goal of every thriving community should be to create, attract, maintain and expand business. This in turn creates jobs which support families and safe neighborhoods. It is my pleasure, as Chair of the Urban Task Force, to share the Findings and Recommendations of the First "Urban Summit." You will find that many of these recommendations support a coordinated comprehensive process, by which a more efficient service can be given to businesses. You will also find recommendations which support the meaningful inclusion of community stakeholders, in the processes that determine the manner in which development occurs in our communities

Much of what you will read is supported by Mayor Alex Penelas' Budget Message which stated that "increasing economic opportunities for our residents...of our under-invested neighborhoods remains one of my highest priorities." The Urban Summit also helped bring different groups together to focus on another one of the Mayor's beliefs that "true progress is not measured by the amount of funding allocated to economic development programs, it is measured by...the amount of wealth generated."

Similar support is found in the recently produced County Strategic Plan, which urged to "expand entrepreneurial development opportunities within Miami-Dade County." Another priority key outcome from the County's effort is to also sustain a "proactive involvement of communities in economic development efforts." This, I feel, was affirmed by the Urban Summit.

Over the past three years, the Board of County Commissioners have indicated their commitment to small and corporate business development by there budgetary action and program support. Many tools are needed to achieve these mutually shared goals. It is our hope that you will view the recommendations contained in this document with an eye towards immediate implementation. Our communities deserve it. Our county can ill afford not to.

As chair of the Urban Task Force, a public servant and as a private citizen I look forward to working with the County in achieving these objectives.

Sincerely,



KENDRICK B. MEEK, Member of Congress
Chairman – Taskforce on Urban Economic Revitalization

Executive Summary

Created in 1997 by Mayor Alex Penelas and the Miami Dade Board of County Commissioners, The Urban Task Force was given the responsibility of monitoring the allocation of public funds for economic development purposes, throughout the targeted urban areas. This charge also included the creation of a strategic plan based on the input of community residents, business owners and policy makers. The Urban Summit is an out growth of the research and demonstration projects conducted by the Task Force over the past three years. In an effort to ensure the inclusion of community residents, the Summit was carried out over four days in six different venues throughout the County. Panelist included local community leadership, local and national policy advisors and economic development practitioners. In Overtown, North Dade, Coconut Grove, Homestead and Little Haiti, residents discussed their pressing issues in a forum, which afforded respect for individual opinions, access to valid information and a high degree of public candor.

This document, and the recommendations contained herein are submitted to Mayor Penelas and the Miami Dade Board of County Commissioners for purposes of review, discussion and the hopeful assignment to appropriate departments for implementation. Within the body of each section you will find a statement of the general subject concerns, followed by specific recommendations. These recommendations are categorized to reflect the sector (public/private) or level of government (local, state or federal) responsible for the recommended activity.

The following is a brief listing of the most salient issues as identified by "Summit" participants:

INDUSTRIAL DEVELOPMENT

Site Readiness -In order to facilitate development it is important to achieve site readiness. Factors that affect site readiness include infrastructure, zoning, water & sewer connections, fiber optics, and the safety and aesthetic condition of surrounding areas.

Working Capital –"Redlining is alive and well", according to one panel participant. Access to working capital is the foundation to building a strong industrial sector. Subtle forms of bank redlining persist and continue to thwart the development of urban areas. Compliance with CRA requirements must be strictly monitored and enforced by Federal offices. Municipal government investments must support those institutions, which support our communities. Conversely, institutions which do not support development in urban communities should not receive the benefit of municipal invests.

Cohesive Policy -In order for long-term systemic development to occur there must be a cohesive development policy and strategy. As a result of the absence of such coordination, funding and related efforts are fragmented and ineffective. The development of this policy must be done in conjunction with neighborhood and environmental partners.

COMMERCIAL REVITALIZATION

Building Industries -Minorities constitute a formidable market, but they do not maintain a representative market share of business derived from community dollars. Local businesses generally constitute small retail ventures that are high risk and highly competitive. These businesses tend to fail or struggle for existence because they can not establish a competitive edge in their marketplace. According to the featured presenter, Dr. Claude Anderson, "in order to have a competitive advantage, it is important to build industries, not just small businesses. Industries are self-sustaining, in that they control production, distribution, and retail."

COMMUNITY DEVELOPMENT

Leveraging Resources -Poverty and gentrification remain the critical concerns within the Targeted Urban Areas. One of the greatest barriers in addressing the issues of distressed communities is that there still remains a great deal of fragmentation among agencies and programs. To insure that there is equitable development you must build a network of key stakeholders. Such a network would include developers, community advocates, CDCS and religious organizations as well as representation from municipal, state and federal government. It has been noted that despite the history of public investment into community development, few significant projects have resulted. In order to build upon previous investments and move towards a more cohesive and coherent development strategy, the Task Force recommends that areas of focus be identified for priority funding for a stated period time with the expectation that agreed upon objectives will be achieved by a pre-designated date. Examples of such areas are the Overtown TUA, Coconut Grove - Grand Avenue Corridor, the 7th Avenue District which intersects with 62 street, the 27th Avenue Corridor, the 7th Street / Northside / Tri-rail corridor and the South Dade Commercial / Tourism area. Each of these areas has generated development momentum based upon previous and current public investments and has attracted serious consideration from the private sector and non-profit development community. By focusing County resources on these real opportunities we increase the probability of actualizing notable projects which intern expand the economic base of our communities.

People/Placed-based Development & Regional Opportunities -"People-based" development focuses on improving the quality of life of individuals in a community by creating access to jobs and self-sufficiency among the disadvantaged. "Placed-based" development focuses upon the physical elements, which are essential to attract businesses to a particular location or create new industries. It is critical that Place-based development be accompanied by development, which raises the economic status of poor residents who might otherwise be priced out of neighborhoods undergoing redevelopment. It is also felt that low-income communities do better when their residents are connected to regional initiatives. As a result of the Summit discussions, local CDCs and the regional development center are beginning to explore ways in which local community concerns can best be represented regionally through an equitable process.

Industrial Development Workshop

DATE:	April 14, 2003
LOCATION:	Florida Memorial College , 15800 NW 42nd Ave, Opa Locka
FACILITATOR:	Charles E. Byrd , Director for Urban Initiatives, Beacon Council
SPEAKER:	Commissioner Betty T. Ferguson , Miami-Dade County, District 3
PANELISTS:	Neisen Kasdin , Chairman, SE FL Caribbean District Council Urban Land Institute Richmond McCoy , President & CEO, Urban America Dr. Ned Murray , Associate Director, FIU Metropolitan Center Frank Nero , President & CEO, The Beacon Council Otis Pitts, Jr. , President & CEO, The Peninsula Group
RESOURCE GUESTS:	James Carras , Principal, Carras Community Investment, Inc. David Miller , Managing Director, Miami River Commission Kishore Rao , Loan Coordinator, Miami-Dade County Task Force on Urban Economic Revitalization

GENERAL THEMES & DISCUSSION

Site Readiness

In order to facilitate industrial development, it is important to have site readiness. Factors that affect site readiness include infrastructure, zoning, water & sewer connections, fiber optics and the condition of surrounding areas. It is difficult to attract, expand, or retain businesses if sites are not "business ready" because companies can easily move on to other areas or cities. There are few areas in Miami-Dade's distressed communities that are site ready. To be competitive, the issue of site readiness must be addressed.

Neighborhood Involvement

Neighborhood involvement is essential in order to create the atmosphere needed to attract businesses. Neighborhoods must be partners in addressing community problems such as crime, vandalism, code enforcement, etc. This can be achieved through coordinated project planning and annual joint reviews of the neighborhood strategic plan. This can mostly take place during the HUD consolidated plan cycle conducted by the Office of Community Economic development or through Urban Task Force TUA roundtable sessions

Marketing

Without a good marketing strategy, it is difficult to lure investors and attract potential businesses. Having an industrial marketing strategy also requires that there is adequate market data to help inform business investors.

Private Sector Investment

Companies will only invest in a concept or project if it makes economic sense. There is a perception that private sector investors are hesitant to invest in distressed communities because they fear loss of investment. To overcome this problem, it is important to understand what the private market is looking for before investing in a community and where the investments are being made. In order to leverage private dollars, it is also important to know what is available in private resources and how those resources have been utilized.

Redlining

Access to working capital is the foundation to building a strong industrial sector. However, some contend that there is a subtle type of redlining in Miami-Dade. Although the Community Reinvestment Act is supposed to prevent such practices, several panelists concurred that relining is a barrier. To address this issue, it is important to determine whether existing banks are complying with CRA requirements for mortgage loans as well as for business loans.

New Markets Tax Credit

There are various investment instruments that are being used throughout the country that are not being utilized in this community. The New Markets Tax Credit is an example. This credit is designed to stimulate investment in low-income communities by providing for a 39% tax credit to taxpayers who make equity investments in community development entities ("CDEs"). The CDEs in turn make investments in or loans to qualified businesses in low-income communities. This instrument can be used for commercial and industrial development; however. While there are several qualified CDEs in Miami-Dade County, the federal government in its most recent award cycle did not designate any tax credits to any qualifying entity in the state of Florida. In order to maximize investment and leverage monies effectively, community development funding agents in Miami-Dade must remain vigilant and pursue all resources that are currently available for economic development and begin to utilize these new tools.

Industrial Development Policy and Strategy

There is no apparent policy or strategy for industrial development in Miami-Dade. As a result, funding and efforts are fragmented. The County needs a cohesive industrial development policy and/or strategy that identifies target areas and sets priorities for development. The policy should determine what is the best or highest investment use for these areas. The priority should be communities in which public / private partnerships are already in place. Government can help to trigger development by providing infrastructure, being proactive in marketing the communities, and providing the resources that are lacking to complete the deals. Currently new approaches such as one stop permitting and the coordinated Urban Financial Review Council are

beginning to create greater efficiencies. As these processes are perfected they will greater development projects and accountability.

Collaboration

Collaboration with other agencies and programs is important in assuring success. Collaboration generally occurs when organizations have a joint interest or problem that brings them together. The current work on the Miami River is an example. In an effort to clean up the Miami River and revitalize the surrounding areas, various government agencies and the private sector developed a plan for addressing the problem jointly. The Army Corps of Engineers was responsible for dredging the river and the public and private sectors are working on plans to revitalize the area.

KEY RECOMMENDATIONS

County and Municipalities

1. Work with the County and local municipalities to develop an industrial development policy for Miami-Dade. The policy should provide a clear vision on the goals and the action steps that must take place to meet those goals.
2. Identify areas that are appropriate for industrial development and work with state, county, and city governments to assure site readiness. Determine the best investment use for the location.
3. Conduct a capital audit of private investment in the TUAs. This should include a CRA analysis of investments made by financial institutions. Conduct the audit on a regular basis to provide accountability regarding redlining issues.
4. Identify the various types of public and private resources available for industrial development (i.e. New Markets Tax Credit), and develop strategies for using these resources.
5. Work with the County and municipalities to help streamline the permitting and building process across jurisdictions. The goal would be to have interlocal agreements that would create one stop permitting and accelerated permitting at an intergovernmental level.

State of Florida

6. Work with the State of Florida to assure that the state participates in the New Markets Tax Credit Program.

Federal Government

7. The Miami-Dade congressional Caucus must lobby to insure that "New Market" tax credits are awarded to agencies that serve Miami-Dade specifically.
8. The Congressional Caucus should support the full and legitimate implementation of the Community Reinvestment Act.

Private Sector

9. Work with the private sector to develop a marketing strategy to encourage industrial development. This would require a market study that provides accurate information on demographics, transportation, and site readiness, as well as an assessment of the business environment and opportunities for investment.
10. Create opportunities for stakeholders to come together. Work with these groups to develop public/private partnerships, and to define what such partnerships mean.

Workforce Development Workshop

DATE:	April 14, 2003
LOCATION:	J.J. Dessalines Center, 8325 N.E. 2nd Ave., Little Haiti
FACILITATOR:	Natalie Sanbe , Senior Planner, South Florida Regional Planning Council
PRESENTER:	Antwuan Wallace , New School University, Milano School of Management & Urban policy
PANELISTS:	Robert Crook , Assistant Director of Employer Services, South Florida Workforce Bob Duncanson , Broward Workforce Aundra Wallace , V. P. & Managing Director, Miami-Dade Empowerment Trust
RESOURCE GUESTS:	William Brown , South Florida Workforce Margarita Lopez , South Florida Workforce

GENERAL THEMES & DISCUSSION

High Unemployment

The TUA and EZ communities have a combined unemployment rate of 15%. In some communities, the unemployment rate is higher than 20%. This high level of unemployment is a critical barrier in the revitalization efforts of these communities. To stimulate economic vitality, we must assure that these areas have sufficient jobs to meet the demand of those who are seeking employment.

Job Shortage

In order to meet the demand of the existing labor force, economic development and workforce agencies must work together with the private sector to foster job growth and to assure that the labor force has the skills to fill those jobs.

Training

Although Miami-Dade has a growing labor force, a significant segment of this population is considered to be unskilled. To address this issue, South Florida Workforce offers a myriad of job training programs, many of which are located in or near distressed communities. The problem, however, is that once the participants complete the training, job placement may be difficult. To address this issue, it is important for workforce programs to have strong partnerships with the private sector. The workforce programs need to have an accurate understanding of the industries that have labor needs. Furthermore, they need to have an agreement with private sector companies that they will hire the graduates of the training programs.

Soft Skills and Language Training

There are many job-training opportunities in Miami-Dade; however, workforce agencies have found that many of the individuals who participate in these programs lack "soft skills". Soft skills refer to work related norms, such as telephone etiquette and proper business attire. Another problem is that a large segment of the population is unable to benefit from the job training programs due to language skills. Some of these individuals may be skilled professionals who are unable to practice their profession due to their lack of proficiency with English. If Miami-Dade is to have a competitive workforce, the issue of "soft skills" and language training must be addressed more aggressively.

Education

In addition to soft skills and language training, there is also a need to improve the quality of education in Miami-Dade public schools. Panelists revealed that many of the individuals who complete job-training programs appear to need basic remedial education in reading, writing and math. Miami-Dade needs to have a highly trained and educated workforce if it is to attract and retain businesses. To address this issue, it is important to work closely with the School Board to assure that students have the basic skills required to succeed in the workforce. It is also important to offer job training programs that are level appropriate.

Public / Private Sector Involvement

The private sector is a key player in workforce development, yet panelists revealed that they had encountered difficulties in engaging businesses in workforce development issues, particularly those affecting distressed communities. Commissioner Rolle of District Two has attempted to address this problem through legislation. The Commissioner has sponsored legislation requiring companies with capital improvement projects of over one million dollars to train and hire individuals from the community where the project is located. In addition to such legislation, more needs to be done to educate businesses that low to moderate-income communities are viable markets for goods and services. Government agencies need to work together to encourage private sector investment and business growth in such areas.

Cohesive Workforce and Community Development Strategy

Workforce development is the foundation of economic development, since many aspects of the economy are tied to employment (i.e. housing, retail sales, etc.). However, workforce development and economic development programs generally operate in isolation of each other. For example, the City of Miami's is currently conducting an industry study to identify business clusters and growing job markets. This same information can provide valuable data to Miami's workforce programs. However, such

collaboration rarely happens. There needs to be a holistic approach for addressing the factors that affect the labor force. Instead of fragmented reporting of different County agencies, a possible way to create a more cohesive strategy would be to centralize the leadership for all-economic development and workforce development programs.

Regional Collaboration

Economic and workforce issues are generally regional in scope, but the level of local and regional collaboration in addressing joint problems is minimal. There is a need for job creation locally and regionally. Currently, efforts are fragmented and there is little cooperation between community and regional economic development and workforce initiatives. Bringing together the various organizations that affect workforce development at the regional and community level can strengthen our region. Together, they can identify industry specific solutions and opportunities to regional and community problems, assuring that the solutions are culturally sensitive the make up of South Florida.

KEY RECOMMENDATIONS

County and Municipalities

1. Convene the members of the Workforce Panel on a regular basis in order to develop joint strategies for addressing economic development and workforce issues. The school board and other relevant agencies should be invited to participate.
2. Centralize workforce development and economic development leadership within the County and region. This will enable the various agencies to collaborate with each other and coordinate the use of resources. It will also create a more holistic approach to resolving common problems. However, attention should be given to assure that strategies are tailored according to individual community needs. Currently, workforce related issues are handled by two separate Assistant County Manager offices.
3. Work with the appropriate agencies to increase the availability of "soft skill" training for working age adults. This effort should also include a training program that provides language skills and remedial education specifically geared for business settings. Care and due diligence must be shown to insure that the term 'soft skills' does not become a functional euphemism for discriminatory evaluations.
4. Work with the School Board to assure that "soft skill" training is incorporated into their curriculum. This would include lessons on business communication, business ethic, and critical thinking.
5. Develop incentives to maintain significant private sector involvement.

Private Sector

6. Bring business to the table. Encourage the private sector to become active partners in workforce development efforts by participating in industry advisory groups, helping

workforce agencies to identify growing occupations, developing relevant training curricula, and providing instructors from the industry.

Ecotourism Workshop

DATE:	April 15th, 2003
LOCATION:	Phichol E. Williams Community Center , 951 SW 4 th Street, Homestead
FACILITATOR:	Alison Austin , Director, Communication and Outreach, Audubon Society
SPEAKERS:	Commissioner Dennis Moss , Miami-Dade County, District 9 Mayor Otis Wallace , Florida City William D. Talbert, III , President & CEO, The Greater Miami Convention and Visitors Bureau
PANELISTS:	Maureen Finnerty , Everglades National Park Charles Scott, II , South Florida Water Management District Owhnn , Everglades International Hotel Rose Coleman , Weed & Seed Homestead
RESOURCE GUESTS:	Dr. Dorothy J. Fields , Black Archives Kristopher Smith , Founder of the Florida Underground Railroad Project

GENERAL THEMES & DISCUSSION

Ecotourism

Ecotourism connects visitors to nature and focuses on the conservation of environment and the sustainability of a community's heritage and culture. It is designed to educate visitors about the natural and cultural fabric a community.

Make South Dade a Destination Point

South Dade can become an Ecotourism destination point that is economically viable and environmentally sensitive. This would require a stopover campaign to educate visitors that Homestead and Florida City are not just gateways to the Keys. It would also require creating an infrastructure that would accommodate dining, entertainment and lodging. The goal would be to create opportunities for tourism, but not at the expense of current residents or the environment. For example, the Water and Amusement Theme Park in Florida City would help to attract visitors and would serve as a means of restoring a wetland area that was lost due to development. Over 49,000 TUA residents reside in the area of South Dade.

Economic Impact of Ecotourism

Approximately 9 million overnight visitors come to Miami-Dade County for vacation and business. Although the world recession and the war have had an impact on the tourism economy, tourism is still a major economic engine for our community. However, we need to assure that Miami-Dade

stays competitive with other world class destinations. Ecotourism provides such an opportunity, particularly since there appears to be a growing market for this type of travel. With two national parks and a long shore line of beaches and ocean front, Miami-Dade provides a wonderful mix of resort and ecotourism opportunities.

Heritage Tourism

Heritage Tourism and cultural tourism are growing segments of the travel industry. In Miami-Dade, there is an opportunity for heritage tourism to become an economic generator for various distressed communities. Examples include the Lyric Theater expansion, the Dorsey House Johnson Clinic renovations and the proposal for the Historic Folk life Village in Overtown. The discovery of the Underground Railroad connection in South Florida also poses another opportunity for historical tours and educational tourist destinations. Finally, neighborhoods that are rich in ethnic and cultural character, such as Little Haiti, have an excellent opportunity to work together with other groups to create a network of culture /dining /entertainment destinations that celebrate and demonstrate the multi-cultural richness of South Florida. The goal would be to attract people from all over the country to come to Miami to learn about our heritage through the art, music, and foods found in our neighborhoods. A possibility would be to organize a heritage tour that highlights the African Diaspora from the Caribbean and North, Central and South America most of which reside within TUA boundaries.

Park System

The parks are critical in any efforts to develop an ecotourism industry. The national and local park systems provide access to one of our greatest tourist resources, our water system. They maintain the beaches and provide the infrastructure for water sports. They are also responsible for the preservation of the wildlife and for educating the public on our natural system. For example, bird watching is one of the fastest growing ecotourism activities in South Dade, and the park system is responsible for all the amenities and information needed to meet the interests of these types of tourists. We need to work with national, state, and local governments to assure that our park systems receive the resources that they need to maintain their infrastructure and their educational programs. The local parks system is a stimulus for small vendor activity and other related commercial tourist opportunities.

Marketing and Education

Miami-Dade is the only county in the United States with two national parks, but few people, including local residents, know of the abundant natural resources that the area offers. The problem is that there is little marketing on the subject; the focus is primarily on the beaches and the resort areas. For example, Miami-Dade is the "gateway" to Everglades National Park; however, its travel literature does not highlight this fact as much as others. As a consequence, other neighboring counties, such as

Naples, have developed a larger tourist base to the Everglades than Miami-Dade. If the Miami-Dade is to develop a strong ecotourism industry, the County must undertake an aggressive marketing campaign to educate local residents and potential visitors of its natural resources. We need to learn from states, such as Hawaii, how to promote Ecotourism to all travelers. This active marketing will also support the development of more traditional tourism sites.

Urban Growth and Ecotourism

One of the greatest difficulties that the ecotourism industry faces is ensuring that there is a balance between urban growth and environmental preservation. To achieve the desired balance, it is important for the tourist industry to work closely with key local government agencies in order to assure that infrastructure improvements, land use, zoning, public transportation and other types of government services are compatible and complimentary to the plans of state and national parks. Another recommendation is to include local parks as part of the Ecotourism improvement plans. In addition to urban expansion, measures need to be taken to ensure that growth in ecotourism does not affect the natural environment. Throughout the world, areas that have a strong ecotourism base have adopted environmental standards for "green" industries. Currently, Miami-Dade has no standards for protecting the natural system. We need to set guidelines for ecotourism.

Training

Ecotourism can help to generate employment opportunities in the environmental arena. The positions range from tour guides to naturalists. The challenge is being able to provide a trained workforce that can fill these positions. To address this need, it is important to work closely with the School Board and with local colleges to assure that they offer training in environmental sciences and expand linkages with local hospitality management institutions.

KEY RECOMMENDATIONS

County and Municipalities

1. Develop a marketing campaign for the traveling public and for local residents highlighting the opportunities for ecotourism in Miami-Dade. This would include a "Stopover" Campaign that would encourage tourists to consider South Dade as a destination. Look at other destinations throughout the world to identify good marketing practices.
2. Work with the School Board and with local colleges to provide training in areas that will help to create and sustain jobs in ecotourism.
3. Conduct a cultural resource study to identify potential heritage tourism opportunities (i.e. the Florida Underground Railroad). Use the findings of the study to develop tours and information on areas identified as key heritage sites.

4. Promote the cultural richness of Mami-Dade by creating a heritage tourism program that celebrates the various cultures found in our community. This would require organizing a group of multicultural representatives to identify key sites and themes. A possibility would be to create an African Diaspora program, focusing on the experience of blacks who migrated to South Florida from the U.S., the Caribbean and Central and Latin America. One prime location for a tourism destination is the Little Haiti Marketplace corridor
5. Help to fund programs that work to increase the awareness of urban children regarding our environmental resources and our cultural heritage.
6. Enhance local park structures to assure that we can attract tourists and local residents.

State and Local Government

7. Work with the State of Florida to develop guidelines for protecting the natural system from ecotourism activities. The State of Hawaii provides a model for successful management.
8. Coordinate the efforts of local governments with those of the national and state park systems to assure that the surrounding infrastructure, land use, and zoning is compatible with the parks. This includes having provisions that assure compatible lodging, greenspace, and housing development.
9. Work with national, state, and local governments to assure that our park systems receive the resources that they need to maintain their infrastructure and their educational programs.

Commercial Revitalization Workshop

DATE:	April 15th, 2003
LOCATION:	Carrie P. Meek Senior & Cultural Center , Hadley Park, 1350 NW 50 th Street, Model City
FACILITATOR:	James Carras , Principal, Carras Community Investment, Inc.
PRESENTERS:	Claude Anderson , President, PowerNomics Corporation of America Abdul Rasheed , North Carolina Community Development Institute
PANELISTS:	Leroy Jones , Executive Director, NANA Dr. Ned Murray , AICP, Associate Director, Florida International University, Metropolitan Center
RESOURCE GUESTS:	Bob Schwarzeich , City of Miami Office of Economic Development Clarence Woods , Real Estate Specialist, City of Miami Carmen Sanchez , City of Miami Lee Rawlinson , Miami-Dade County Planning and Zoning Department Tangie White , Miami-Dade County Department of Community and Economic Development

GENERAL THEMES & DISCUSSION

Rebuild Communities

Most immigrant communities within Miami-Dade County have achieved a certain level of economic integration and have a strong economic and social infrastructure. These communities have solid business networks that produce jobs. For this to happen with Miami-Dade's TUA communities it is necessary to create concentrated pockets of black businesses that provide goods and services unique to the black community and become to a large degree self-sustaining. These businesses must be able to attract blacks of all income brackets. By creating a critical mass of businesses, you create market demand.

Business Growth

Black businesses generally constitute small retail ventures that are high risk and highly competitive within their immediate areas. These businesses tend to fail or barely survive because they have to compete with larger companies for market share of common dry good consumers. To have a competitive advantage, it is important to build industries, not just businesses. Industries are self-sustaining in that they control production, distribution, and retail. There are many opportunities to create black industries catering to specific niche markets, but few of these industries exist. Rather than focusing on individual business development, economic development efforts should support the development of industries which will be primarily supported by TUA residents.

Re-circulating Income

One of the greatest challenges for revitalizing black commercial districts is that people living in black neighborhoods tend to spend their money outside of their community. Studies indicate that, while other communities re-circulate money at an average of 10 times, black communities only appear to re-circulate money an average of one time. Hence, much of the money flows out to other areas. Given these spending habits, more needs to be done to help black businesses attract and retain a larger customer base. This requires infrastructure investments to and greater investment in marketing.

Identify Key Markets and Corridors

A commercial revitalization strategy for Miami-Dade's distressed communities requires two basic steps. First, determine specific niche markets that can create opportunities for the black community. This would be a form of people-based development. Second, determine the most strategic location for the businesses. This would be a place-based strategy. Potential growth corridors include 7th Avenue, NW 62nd Street, NW 14th Street, and places located close to churches.

Commercial Revitalization Strategy

Areas that have experienced success with commercial revitalization generally have a strategy for stimulating business growth. Miami-Dade needs a vision and a long-term strategy for commercial revitalization. This would require setting goals, identifying existing assets, securing funds, and having clear commitments to execute the plan.

Market Analysis and Marketing Plan

Without proper marketing, commercial projects may experience difficulty in luring business. There are many examples of commercial projects that never achieve full occupancy. To avoid this situation, it is important to base business decisions on a thorough analysis of current relevant market factors. The market study should provide information on spending patterns, market opportunities, and the potential for business growth. This information is also critical for developing a successful marketing campaign. The problem is that businesses in distressed areas often do not have access to market data or funding to develop promotional campaigns. Economic development agencies can assist by conducting market studies and making the data available to the public. They can also provide funding for marketing efforts.

Capital Investments

For commercial revitalization to take place, capital investment is needed. The problem is that the level of capital investment in distressed communities is negligible. Much of this is due to fear that such investments

are high risk. Government agencies provide some influx of funds, in the form of business loans, grants, and tax incentives, but the investments are scattered. There is no strategy for using these investments to spur economic growth in key corridors or business sectors. In order to maximize the use of limited resources, it is important to understand the various types of funds that are available for investment and to develop a strategy for using these funds to create economic stimulus.

KEY RECOMMENDATIONS

County and Municipalities

1. Work with the county, local municipalities and the private sector to develop a strategy for commercial development in Miami-Dade. The strategy should identify key corridors where investment needs to be targeted. It should also set priorities for when development should occur. Local government entities should follow the strategy to determine when and where infrastructure and capital investments need to be made. The strategy should be informed by a market and industry study.
2. Conduct an industry study of businesses located in the TUA and EZ neighborhoods, with a focus on the business corridors. The study should provide information on the types of businesses located in these communities and should identify existing business clusters. The purpose of the study would be to identify growth industries.
3. Conduct a market study of distressed communities in Miami-Dade. The market study should provide a profile of the spending patterns of residents and identify potential business opportunities. The goal should be to identify possible niche industries.
4. The County's economic and community development agencies should use the results of the industry and market studies to target their business development programs. These agencies should develop a joint strategy for providing loans, grants, and tax incentives to help foster growth in key corridors or industries.
5. Work with local governments to assure that they commit to providing a standard level of service to business corridors in distressed communities. This would include infrastructure improvements, police service, and code enforcement. It may be necessary to create a business advisory committee for each business corridor to assure that the interests of these business centers are represented.
6. Identify the various types of public and private resources available for commercial development (i.e. New Markets Tax Credit), and develop strategies for using these resources. This should include a CRA analysis of investments made by financial institutions.

State of Florida

7. Work with the State of Florida to assure that the state participates in the New Markets Tax Credit Program.

Community Development Workshop - Morning Session

ISSUE:	Place-based and People-based Development
DATE:	April 16th, 2003
LOCATION:	Elizabeth Virrick Park & Community Center , 3580 Day Drive, Coconut Grove
FACILITATOR:	Dr. Keith D. Revell , Associate Professor, Florida International University, School of Policy and Management
PRESENTER:	Dwayne S. Marsh , Senior Associate, Policy Link
PANELISTS:	Cecilia C. Holloman , Interim Executive Director for the Coconut Grove Collaborative, Inc Oliver Kerr , Principle Planner, Miami-Dade County Jose Pons , Assistant Administrator, Miami-Dade Housing Finance Agency
RESOURCE GUESTS:	Jorge Martinez Estevez , City of Miami-Dade Jacques R. Laroche , UCOMB Katrina Wright , Fannie Mae South Florida Partnership Bob Schwarzreich , City of Miami

GENERAL THEMES & DISCUSSION

Poverty and Gentrification

Poverty is a critical problem in the TUA and EZ communities. Unfortunately, many of these communities have not experienced any significant improvements in their poverty levels for more than 30 years. On the contrary, the cost of housing and the growing demand for properties in the urban core have made displacement a real issue for these distressed areas. The problem is that affordable housing for low-income families is scarce. If gentrification is a given outcome of revitalization, then the challenge is to create provisions to protect the interests of the poor, particularly those do not want to be displaced from their communities.

People-based & Place-based Development

People-based development focuses on improving the quality of life of individuals in a community by creating access to jobs and self-sufficiency among the disadvantaged. As such, the emphasis is on individuals rather than on location. Place-based development seeks to improve the physical infrastructure of an area in order to attract businesses and create market opportunities. These policies focus on location rather than the individuals. It is possible to achieve people-based and place-based

development simultaneously. The Key is to undertake a strategy that benefits both the residents and the investors. Under this scenario, public and private investments must produce financial returns for investors and community benefits for residents (i.e. Increase in homeownership).

Community Capacity Building

To encourage people-based development, it is important to provide community members with a direct stake in revitalization. Building the local capacity of residents can help to assure that revitalization outcomes meet community goals. Tools & Strategies are available to address many of the problems which affect distressed communities, but people are either not aware of them, or do not know how to utilize them. For the most part, policies are determined in isolation of residents. As a result, residents do not benefit directly from the investments made in their communities. To address this problem and build community capacity, it is essential to provide residents with training on effective community participation techniques, policy making, and community development tools and strategies.

Identify Appropriate Strategies

Each community has individual needs. Strategies that work in one area may not be appropriate for another. Before implementing a development strategy, it is important to identify community needs and to assess existing policies. With this information, it is possible to determine which strategies are more likely to stimulate economic growth and address equity issues related to displacement.

Collaboration

To assure that there is equitable development, it is important to build a network or coalition of key stakeholders. This would include developers, community advocates, civil rights and social service groups, community development corporations, and religious organizations. The purpose of the group would be to share information and collaborate on joint interests. Such a group can also serve as a powerful lobbying interest for desired policy changes.

Regional and Local Link

Low-income communities do better when their residents are involved with neighborhood improvements and are connected to regional initiatives. Regions do better when they simultaneously address central-city poverty and metropolitan growth issues. More needs to be done to create opportunities for a regional and local neighborhood link. Currently no real linkage exists but as a result of the Summit, discussion has been initiated with several regional organizations to this end.

Affordable Housing

Increasing the amount of affordable housing made available for low-to-moderate income households is critical. Having an adequate stock of affordable housing makes individuals in distressed areas less vulnerable to displacement. The problem is that most affordable housing projects are geared at moderate to middle income families. There is an unmet need to develop more affordable homeownership and rental units for low-income individuals.

Community Fragmentation

One of the greatest barriers in addressing the issues of distressed communities is that there is a great deal of fragmentation among agencies and programs. Furthermore, communities are divided. They do not work in union to address common problems. For effective change to take place there needs to be greater communication and collaboration among key players.

State Involvement

State legislation is required to implement policies that provide protection against residential displacement. Such policies include inclusionary zoning and mixed income housing. These policies need to be consistent throughout the state and present a real opportunity for regional coordination; otherwise, areas that have not adopted measures for equitable development may have an advantage over areas that have protective legislation. Furthermore, state legislation is needed to provide funding for affordable housing. National and state legislators can also work to extend the period for Low-Income Tax Credit, a program that has been instrumental in the affordable housing industry. Through state support, it may be possible to achieve the policies needed to encourage equitable development.

KEY RECOMMENDATIONS

County and Municipalities

1. Place-based development must be accompanied by development that raises the economic status of poor residents, who might otherwise be priced out of neighborhoods undergoing redevelopment. To achieve this, use public policy tools and participatory planning to create mixed income and mixed use communities.
2. Housing and economic development strategies should systematically the participation of civic stakeholder and contain measurable goals and objectives.
3. Local governments should build regular evaluation processes into housing, infrastructure, and economic development programs so that we can learn from past successes and failures.
4. Local government should start a dialogue among developers, planners, and communities to identify benchmarks for success and to manage the process of community revival.

5. Local government should review its service delivery system to determine which policies are barriers to development, which policies encourage gentrification, and which prevent the proper coordination of scarce resources.

State of Florida

6. Although displacement is inevitable to some degree, it is important to develop regional policies that help retain some residents and businesses. This can be achieved through legislation that calls for mixed-income, inclusionary zoning, and other equitable development policies. These policies should be evaluated systematically to assure we learn from the past.
7. Policies should be similar across jurisdictions in the region to prevent the burden of equitable development failing due to competition from other cities that do not have such policies.
8. State legislators should extend the Low Income Tax Credit from 15 years to 40 years. This will create additional personal revenues for TUA residents.

Community Development Workshop - Afternoon Session

ISSUE:	Role of Government and CDCs
DATE:	April 16th, 2003
LOCATION:	Elizabeth Virrick Park & Community Center , 3580 Day Drive, Coconut Grove
FACILITATOR:	Dr. Valerie Patterson , Florida International University, School of Policy and Management
PANELISTS:	Tony Crapp , Assistant County Manager, Miami-Dade County John Little , South Florida CDC Coalition Denis Russ , Program Director, Greater Miami LISC Bryan Finnie , Director, Miami-Dade County Department of Community and Economic Development
RESOURCE GUESTS:	Edward Hanna , West Perrine CDC Carmen Sanchez , City of Miami

GENERAL THEMES & DISCUSSION

Capacity Building and Accountability

Every year millions of dollars are spent on community and economic development efforts. In order to assure that the funds are being spent effectively, there is an ongoing effort to increase the capacity and competency of government agencies and CDCs alike. County agencies, in particular OCED, have undergone extensive organizational assessments to improve the allocation, distribution and monitoring of community development funds. There is also a great push to develop performance measures and training standards for employees. The City of Miami has also undertaken reform efforts in these areas. Through the work of LISC and others, CDCs are also focusing on improving their internal capacity and on developing benchmarks for performance. However, much remains to be done in terms of developing accountability measures and standard levels of service for government agencies and CDCs. Both groups need to work together to develop joint standards and performance measures.

Role of Government (As Viewed by Government)

Government's role in community and economic development is to 1) provide basic services and infrastructure improvements, 2) allocate and monitor the spending of federal, state and local funds to projects that foster job creation, business growth, and job development, 3) provide oversight to assure that projects meet basic regulatory standards, 4)

promote and market the community to help attract and retain businesses to the area, and 5) provide policies and strategies that inform the work of public and private sector organizations.

Role of Community Development Corporations (CDCs) (As Viewed by CDC Leadership)

CDCs typically take on the responsibility of addressing many of the economic and social problems of distressed communities. CDCs tend to be responsible for community planning, physical development, community economic development, and community building and advocacy. Although some argued that CDCs may be undertaking too much. Others contend that CDCs must have a holistic approach in order to stimulate comprehensive community change.

Role of Community

For effective change to take root, the community must take an active role in revitalization efforts. Without community support, the work of government and the CDCs is futile. Successful programs require resident input; otherwise, projects that do not represent the community's interests may be approved and displacement could result. Current policies and procedures require neighborhoods to be organized in order to be acknowledged. For example, funding is not awarded unless a formal organization requests the funds. Infrastructure improvements also require lobbying efforts to place the community on a priority list. If neighborhoods do not have an organized advocate, such as a CDC or Legal Services representation, , their needs continue to go un-addressed, therefore, it is very important to help distressed communities build a leadership base to represent their interests.

Community Development Strategy

Once the roles of government, the CDCs, and the community are determined, it is essential to develop a countywide community development strategy. Such a strategy would provide spending priorities and would seek to leverage existing resources. The strategy should also provide a vision for how community development work should take place (i.e. Make Little Haiti a tourist destination for heritage tourism).

KEY RECOMMENDATIONS

County and Municipalities

1. Encourage government agencies and CDCs to jointly develop standard service standards and performance measures for both entities. The focus should be on providing a mechanism that holds government and CDCs accountable for their respective responsibilities.

2. Provide funding and support to facilitate quality capacity building efforts for CDCs and government agencies.
3. Develop opportunities for community, government, private, and public sector organizations to establish community development partnerships.
4. Provide Leadership training to community residents and neighborhood businesses in order to assure that the interests of distressed areas are represented.

Local Community Advocates

5. Through collaboration or singular designation, establish a unit which will be responsible for providing a clear and consistent voice on issues concerning community equity.

Intergovernmental Approach to Economic Development

DATE:	April 17th, 2003
LOCATION:	Lyric Theatre, 819 N.W. 2 Avenue, Overtown
FACILITATOR:	Dr. James Murley , Director, Catanese Center for Urban & Environmental Solutions
SPEAKER:	The Honorable Carrie P. Meek , U.S. Congresswoman (Retired)
PANELISTS:	Representative Dorothy Bendross-Mindingall , State of Florida Representative Wilbert T. Holloway , State of Florida

GENERAL THEMES & DISCUSSION

Best Practices

South Florida can learn a great deal from other areas regarding regional and local collaborative efforts in economic revitalization. Los Angeles provides a good example of how to work with multiple layers of government. Portland offers lessons on dealing with diversity and planning. Washington, D.C. gives examples of neighborhood advocacy in distressed areas. Finally, Boston shows how it is possible to build dialogue between urban and suburban communities. Before undertaking formal steps to establish a regional collaborative, it is important review the lessons learned by other communities.

Accountability

One way to assure that national, state, and local government policies reflect community needs is to compare community priorities to legislation. This would require a policy institute to monitor policy and legislative changes. By monitoring such changes, it is possible to see whether government spending matches the needs expressed by the community. This is also a way of linking regional efforts to local initiatives. The Urban Task Force can facilitate this process by meeting with the residents of the Targeted Urban Areas and helping them to prioritize the changes that they want to see in their communities.

Investment Strategy and Criteria

Federal, state, and local governments spend millions of dollars every year on economic revitalization, yet there does not appear to be a strategy or criteria for such investments. The following critical questions are not being asked: What is the total amount of resources that are available for investment? What are the investment priorities? Who is benefiting from the investments? Have the investments resulted in wealth building opportunities for residents? To what degree have the funds been

leveraged? Who is tracking the success of revitalization efforts? Are businesses and organizations that receive government funding being held accountable to their commitments of job creation? The strategy should provide a means to answers the above questions.

Educate Communities

There are many programs that are designed to help stimulate economic growth in distressed areas; however, few residents know of these programs. Business development programs serve as an example. There are many agencies in South Florida that offer loans and grants to businesses located in low-income neighborhoods; however, some agencies report having a difficult time attracting applicants to their programs. This is not uncommon. In most cases, only a limited number of players receive economic development funding. To assure that funding is used in a manner that matches the priority of residents, it is important to educate residents on the various types of programs that are available to communities. Elected officials and community-based organizations can help to disseminate this information.

Define Regional Issues Locally

It is important to understand how regional problems affect neighborhoods. For example, the term "affordable housing" may differ depending on the community. Understanding the impact of regional policies at the neighborhood level can help to assure that policies reflect the varying needs of communities. A regional summit on urban issues can serve as the platform for such discussions.

KEY RECOMMENDATIONS

1. Develop a strategy for how federal, state and local resources should be used. The strategy should identify spending priorities, accountability measures, and criteria to assure that funds are spent equitably.
2. Monitor legislative changes to assure that government spending matches the needs expressed by communities. This may require a neutral body, such as a policy institute, to review legislative changes.
3. Develop a formal economic development policy for the county and the region. The policy should provide information on tax incentives and on potential funding sources. It should also indicate economic development priorities and provide direction for regional coordination.
4. Develop a regional lobbying group to assure that state and federal legislators support local community and economic development initiatives. Each year, local and regional economic development agencies should come together to develop a policy platform. Neighborhood leaders should be an integral part of this effort. The Urban Summit can serve as a forum for such discussions.

Attachment 1

Demographic, Social, Economic, and Housing Characteristics of the Targeted Urban Areas and the Empowerment Zone Communities

- I. General Demographic Characteristics
- II. Selected Social & Economic Characteristics
- III. Selected Household and Housing Unit Characteristics

I. Comparative Table: General Demographic Characteristics

Miami-Dade County								
	Population	Race & Ethnicity			Age			
		White	Black	Hispanic-Latino	19 and Under	20 to 44	45 to 59	60 and Over
Miami -Dade	2,253,362	23.7%	20.3%	57.3%	27.5%	37.5%	17.3%	17.6%

TUA Neighborhoods								
	Population	Race & Ethnicity			Age			
		White	Black	Hispanic-Latino	19 and Under	20 to 44	45 to 59	60 and Over
Carol City	9,667	17.2%	74.0%	23.9%	38.6%	34.2%	15.3%	11.9%
Coconut Grove	5,291	13.8%	82.7%	8.7%	28.7%	36.7%	14.6%	20.0%
Florida City	2,699	7.0%	87.8%	7.3%	43.8%	29.8%	12.6%	13.8%
Goulds	14,354	31.2%	58.2%	34.5%	40.1%	34.9%	13.2%	11.8%
Homestead	4,743	40.0%	45.5%	48.7%	39.5%	41.3%	10.7%	8.5%
Leisure City	5,212	58.8%	24.0%	66.1%	44.7%	40.4%	8.4%	6.5%
Liberty City	23,009	1.9%	95.2%	3.0%	38.1%	32.8%	13.3%	15.7%
Little Haiti	33,630	14.5%	67.6%	15.2%	33.9%	33.1%	17.6%	15.4%
Model City	29,090	12.6%	83.1%	14.9%	39.4%	33.0%	12.6%	15.0%
Naranja	5,338	35.7%	52.8%	36.9%	44.7%	33.5%	12.3%	9.5%
Opa Locka	20,665	38.3%	53.5%	43.2%	35.3%	35.9%	14.9%	13.9%
Overtown	10,029	18.3%	76.3%	19.9%	36.2%	36.0%	14.1%	13.8%
Perrine	5,874	8.9%	85.4%	8.0%	37.8%	35.0%	15.3%	11.9%
Princeton	499	46.1%	22.6%	64.9%	42.7%	49.3%	6.6%	1.4%
Richmond Heights	9,880	24.1%	71.9%	13.8%	31.0%	31.9%	19.4%	17.8%
South Miami	1,649	18.1%	77.0%	17.3%	39.1%	27.7%	14.6%	18.7%
West Little River	46,248	29.6%	60.8%	35.2%	32.7%	34.0%	17.7%	15.6%
	227,877	21.8%	69.2%	24.3%	36.2%	34.2%	15.1%	14.4%

TUA Corridors								
	Population	Race & Ethnicity			Age			
		White	Black	Hispanic-Latino	19 and Under	20 to 44	45 to 59	60 and Over
NW 27 Avenue	68,750	18.2%	74.3%	23.4%	36.0%	34.4%	16.3%	13.3%
NW 183 Street	58,869	30.5%	59.8%	30.8%	34.7%	35.6%	17.2%	12.5%
	27,619	23.9%	67.6%	26.8%	35.4%	35.0%	16.7%	12.9%

EZ Neighborhoods

	Population	Race & Ethnicity			Age			
		White	Black	Hispanic-Latino	19 and Under	20 to 44	45 to 59	60 and Over
Airport	122	92.6%	3.3%	69.7%	22.1%	33.6%	16.4%	27.9%
Allapatah	8,469	62.7%	18.9%	81.2%	27.2%	38.1%	17.3%	17.4%
CDB & Seaport	4,488	55.2%	35.1%	58.5%	13.6%	63.6%	15.6%	7.2%
Civic Center	2,765	54.2%	31.9%	49.6%	24.6%	40.1%	15.7%	19.6%
Homestead/FL City	7,442	28.0%	59.6%	33.6%	40.4%	37.2%	12.3%	10.0%
Liberty City	4,033	1.2%	96.8%	2.7%	35.6%	33.7%	14.6%	16.2%
Little Havana	6,616	77.1%	5.9%	90.2%	25.6%	35.4%	15.9%	23.1%
Melrose	5,427	75.6%	6.1%	93.2%	28.5%	35.6%	18.1%	17.7%
Overtown	7,000	5.7%	90.4%	7.2%	37.4%	35.7%	14.9%	11.9%
Wynwood	,883	51.2%	33.7%	60.0%	28.1%	41.6%	18.1%	12.2%
	49,245	45.9%	41.5%	54.5%	29.9%	39.3%	15.7%	15.1%

EZ Developable Sites

	Population	Race & Ethnicity			Age			
		White	Black	Hispanic-Latino	19 and Under	20 to 44	45 to 59	60 and Over
Homestead/FL City	6,744	60.4%	22.4%	41.6%	35.6%	43.1%	13.4%	8.0%
Northside/Poinciana	4,754	26.9%	64.6%	33.3%	34.2%	34.6%	15.1%	16.0%
Opa Locka Airport	5,726	84.9%	8.4%	89.1%	27.2%	35.6%	17.3%	19.9%
	17,224	59.3%	29.4%	55.1%	32.4%	38.2%	15.2%	14.1%

Source: Analysis by Urbana Research & Consulting, Inc. of U.S. Census Bureau, 2000 Census

II. Comparative Table: Selected Social & Economic Characteristics

Miami-Dade County

	Education			Income		Poverty	Labor Force
	No High School Diploma	High School Diploma	College Degree	Per Capita Income	Median Family Income	Families Below Poverty	Unemployed
Miami-Dade County	32.1%	22.3%	27.9%	\$18,497	\$40,260	14.5%	5.0%

TUA Neighborhoods

	Education			Income		Poverty	Labor Force
	No High School Diploma	High School Diploma	College Degree	Per Capita Income	Median Family Income	Families Below Poverty	Unemployed
Carol City	34.7%	33.2%	13.4%	\$11,276	\$39,477	19.0%	12.6%
Coconut Grove	37.2%	22.1%	22.2%	\$15,754	\$30,144	21.8%	15.8%
Florida City	58.8%	24.4%	10.8%	\$7,363	\$17,185	45.0%	26.5%
Goulds	40.8%	26.6%	14.9%	\$9,134	\$24,848	23.7%	11.2%
Homestead	69.7%	17.0%	4.2%	\$7,856	\$18,310	42.5%	17.4%
Leisure City	62.6%	21.1%	7.8%	\$9,364	\$22,114	33.4%	10.9%
Liberty City	43.0%	31.4%	9.0%	\$9,770	\$22,474	39.9%	19.8%
Little Haiti	56.3%	23.8%	8.9%	\$9,184	\$22,941	36.4%	17.2%
Model City	48.1%	32.6%	7.0%	\$9,383	\$18,773	42.9%	20.0%
Naranja	42.4%	28.4%	12.4%	\$8,398	\$28,508	35.1%	16.6%
Opa Locka	47.2%	28.6%	11.4%	\$9,134	\$21,970	25.3%	15.4%
Overtown	54.5%	26.1%	7.9%	\$7,828	\$15,332	48.7%	22.2%
Perrine	38.5%	32.3%	14.0%	\$11,017	\$28,503	34.0%	11.3%
Princeton	41.7%	30.6%	6.6%	\$9,680	\$24,167	41.7%	14.9%
Richmond Heights	24.3%	26.4%	27.7%	\$20,013	\$51,230	11.9%	8.4%
South Miami	46.0%	30.9%	8.6%	\$8,520	\$22,090	35.4%	16.3%
West Little River	47.4%	28.6%	10.0%	\$11,900	\$29,438	25.9%	13.6%
	46.9%	27.9%	11.0%	\$10,443	\$25,778	31.8%	15.6%

TUA Corridors

	Education			Income		Poverty	Labor Force
	No High School Diploma	High School Diploma	College Degree	Per Capita Income	Median Family Income	Families Below Poverty	Unemployed
NW 27 Avenue	43.1%	29.7%	11.1%	10,662	27,428	26.5%	14.0%
NW 183 Street	34.9%	28.3%	17.7%	13,711	42,991	14.3%	11.9%
	39.3%	29.0%	14.2%	12,068	34,579	20.9%	7.4%

EZ Neighborhoods

	Education			Income		Poverty	Labor Force
	No High School Diploma	High School	College Degree	Per Capita Income	Median Family Income	Families Below Poverty	Unemployed
Airport	46.0%	17.3%	20.1%	\$14,756	\$44,097	0.0%	0.0%
Allapatah	66.5%	16.3%	8.6%	\$11,133	\$23,740	29.7%	8.4%
CDB & Seaport	44.8%	25.4%	15.0%	\$13,509	\$18,528	30.1%	4.9%
Civic Center	46.0%	23.4%	19.4%	\$11,415	\$17,701	36.7%	7.4%
Homestead/FL City	65.8%	19.7%	6.6%	\$7,523	\$18,342	45.1%	10.9%
Liberty City	49.3%	27.1%	8.3%	\$9,255	\$20,000	37.1%	10.8%
Little Havana	70.1%	18.5%	7.9%	\$7,780	\$18,649	40.0%	6.7%
Melrose	64.0%	15.7%	9.7%	\$10,003	\$24,988	22.3%	5.2%
Overtown	55.3%	29.1%	5.2%	\$7,392	\$14,543	54.4%	9.8%
Wynwood	61.1%	15.8%	11.4%	\$8,666	\$16,850	39.2%	9.2%
	59.9%	20.8%	9.6%	\$9,424	\$19,785	37.6%	17.9%

EZ Developable Sites

	Education			Income		Poverty	Labor Force
	No High School Diploma	High School	College Degree	Per Capita Income	Median Family Income	Families Below Poverty	Unemployed
Homestead/FL City	28.5%	27.7%	20.6%	\$14,326	\$33,527	19.2%	5.7%
Northside/Poinciana	50.7%	26.6%	8.8%	\$9,840	\$22,678	38.1%	7.6%
Opa Locka Airport	47.0%	26.8%	14.9%	\$9,515	\$15,739	9.9%	6.5%
	41.3%	27.1%	15.3%	\$11,488	\$24,547	20.7%	6.5%

Source: Analysis by Urbana Research & Consulting, Inc. of U.S. Census Bureau, 2000 Census

III. Comparative Table: Selected Household & Housing Unit Characteristics

Miami-Dade County								
	Households				Housing Units			
	Total Households	Families	Married	Female-Headed	Total Housing Units	Owner Occupied	Renter Occupied	Vacant Units
Miami-Dade County	776,774	70.6%	47.7%	17.2%	852,278	52.7%	38.4%	8.9%

TUA Neighborhoods								
	Households				Housing Units			
	Total Households	Families	Married	Female-Headed	Total Housing Units	Owner Occupied	Renter Occupied	Vacant Units
Carol City	2,663	85.1%	44.2%	33.5%	2,772	63.9%	31.0%	5.2%
Coconut Grove	2,098	57.0%	19.7%	29.7%	2,360	28.3%	61.3%	10.1%
Florida City	917	72.7%	23.9%	44.7%	1,034	26.1%	55.6%	18%
Goulds	4,010	85.5%	41.5%	36.1%	4,227	57.5%	36.3%	6.2%
Homestead	1,322	66.0%	24.3%	28.4%	1,623	18.4%	67.4%	14.2%
Leisure City	1,434	79.3%	40.9%	29.2%	1,552	20.3%	71.8%	7.9%
Liberty City	7,871	69.8%	22.2%	39.7%	9,066	33.8%	52.8%	13.3%
Little Haiti	10,781	65.8%	29.6%	26.4%	12,794	22.7%	62.5%	14.9%
Model City	9,292	71.3%	21.4%	40.9%	10,686	35.7%	50.5%	13.8%
Naranja	1,391	80.6%	44.6%	30.6%	1,816	40.1%	37.6%	22.4%
Opa Locka	6,803	73.4%	34.9%	33.8%	7,453	36.0%	56.2%	7.8%
Overtown	3,646	58.4%	15.7%	32.3%	4,841	9.2%	64.5%	26.3%
Perrine	1,691	81.9%	34.5%	42.0%	1,815	53.9%	39.9%	6.1%
Princeton	114	84.2%	55.3%	19.3%	122	91.8%	8.2%	0.0%
Richmond Heights	3,063	82.8%	51.6%	25.5%	3,196	82.2%	13.9%	3.9%
South Miami	576	54.5%	19.8%	30.0%	613	38.0%	60.0%	2.0%
West Little River	14,088	76.0%	39.6%	29.1%	15,109	53.6%	39.5%	6.9%
	71,760	72.6%	31.8%	32.9%	81,079	38.8%	49.7%	11.5%

TUA Corridors								
	Households				Housing Units			
	Total Households	Families	Married	Female-Headed	Total Housing Units	Owner Occupied	Renter Occupied	Vacant Units
NW 27 Avenue	21,135	75.8%	34.9%	33.5%	22,521	50.4%	41.5%	8.1%
NW 183 Street	16,464	82.8%	50.7%	25.0%	17,233	74.0%	21.4%	4.6%
	37,599	78.9%	41.8%	29.8%	39,754	60.6%	32.8%	6.6%

EZ Neighborhoods

	Households				Housing Units			
	Total Households	Families	Married	Female-Headed	Total Housing Units	Owner Occupied	Renter Occupied	Vacant Units
Airport	44	54.5%	36.4%	9.1%	49	73.5%	16.3%	10.2%
Allapatah	2,423	73.2%	42.9%	21.1%	2,599	27.9%	65.3%	6.8%
CDB & Seaport	1,347	39.5%	18.6%	14.6%	1,541	0.6%	86.8%	12.6%
Civic Center	1,141	44.0%	22.6%	16.0%	1,298	13.9%	74.0%	12.1%
Homestead/FL City	2,238	66.4%	25.0%	31.8%	2,657	21.5%	62.7%	15.8%
Liberty City	1,531	62.3%	18.2%	36.6%	1,682	26.2%	64.8%	9.0%
Little Havana	2,638	52.6%	29.8%	14.9%	2,933	10.2%	79.7%	10.1%
Melrose	1,688	74.3%	47.6%	17.6%	1,774	39.4%	57.7%	4.8%
Overtown	2,474	56.1%	12.2%	37.4%	3,551	6.6%	63.1%	30.3%
Wynwood	985	55.7%	25.2%	22.6%	1,280	11.0%	65.9%	23.0%
	16,509	59.7%	27.5%	24.3%	19,364	17.2%	68.0%	14.7%

EZ Developable Sites

	Households				Housing Units			
	Total Households	Families	Married	Female-Headed	Total Housing Units	Owner Occupied	Renter Occupied	Vacant Units
Homestead/FL City	2,466	67.9%	38.8%	23.2%	2,739	41.5%	48.1%	10.4%
Northside/Poinciana	1,556	68.9%	29.0%	32.1%	1,634	42.5%	50.9%	6.6%
Opa Locka Airport	1,918	77.2%	52.2%	21.6%	1,976	44.4%	53.6%	1.9%
	5,940	71.2%	40.6%	25.0%	6,349	42.7%	50.5%	6.8%

Source: Analysis by Urbana Research & Consulting, Inc. of U.S. Census Bureau, 2000 Census